

**ARMY CIVILIAN TRAINING
EDUCATION AND
DEVELOPMENT SYSTEM
(ACTEDS)**

**COMPTROLLER
PLAN**



GROW PEOPLE

OCTOBER 1995

SOURCES OF TRAINING

Air Force Institute of Technology (AFIT)

Air University, Center for Professional Development

Army Logistics Management College (ALMC)

Army Management Engineering College (AMEC)

Army Management Staff College (AMSC)

Army War College (AWC)

Center for Army Leadership (CAL)

Center for Civilian Human Resource Management (CCHRM)

Center for Creative Leadership (CCL)

Defense Resource Management Institute (DRMI)

Defense Systems Management College (DSMC)

Executive Seminar Center (ESC)

Graduate School, US Department of Agriculture (USDA)

Industrial College of the Armed Forces (ICAF)

Judge Advocate General (JAG) School

National Defense University (NDU)

National War College (NWC)

Naval Post Graduate School (NPGS)

Syracuse University (SU)

Troy State University (TSU)

US Army Finance School (USAFS)

US Army Audit Agency (USAAA)

US Army Institute for Professional Development (IPD)

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COMPTROLLER CAREER PROGRAM (CP11)

ACTEDS PLAN

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Section I

INTRODUCTION

A. General

The purpose of the Army Civilian Training, Education and Development System (ACTEDS) is to provide for the systematic training and development of career Army civilians from intern to senior managerial and executive levels. This Comptroller Career Program (CP -11) ACTEDS plan outlines sequential and progressive training in the Comptroller functional specialties and in leadership, supervision, and managerial development. It also provides general information and guidance on management of the Comptroller Career Program, career progression ladders, and potential key positions and mobility requirements in CP -11.

B. Background

In recent years the Department of the Army has made significant progress in improving its central systems for training, development, and evaluation of civilian career program personnel. At the core of these efforts are two systems -- the Army Civilian Career Evaluation System (ACCES) and the Army Civilian Training, Education and Development System (ACTEDS). ACCES is the career program evaluation and referral system; ACTEDS provides each career program with a single -source document which outlines progressive and sequential training and development. ACTEDS also provides a basis for determining resource requirements in support of civilian training and development.

ACCES and ACTEDS differ significantly from earlier systems in that they are competency -based. Both ACCES rating elements and ACTEDS training/development objectives are stated in terms of what the individual must know or be able to do. These competencies -- the knowledges and abilities listed in Annex A -- are, in turn, based on the results of a job analysis in which careerists themselves rate and rank the many "tasks" they accomplish in the performance of their duties. For the Comptroller job analysis, the responses of over 6,500 Comptroller civilian personnel were included in the task ratings.

C. Overview of the Comptroller Career Program

1. Functional Specialties. The Comptroller Career Program (CP -11) covers professional and administrative positions in a variety of financial and resource management related functional specialties. Principal among these are the following (by specialty and principal job series):

Management/Program Analysis	343
Program/Budget Analysis	501
Financial/Resource Management	505
Accounting	510
Auditing	511
Budget Analysis	560
Operations Research (Cost Analysis)	1515

2. Population. As of 31 July 1995, the total population of the Comptroller Career Program was 10,719, including 6,180 women (57.7%). There are 2,185 minority group members (20.4%), of which 1,447 (13.5%) were women and 738 (6.9%) were men. Distribution by grade is shown in Figure 1. Approximately 900 careerists were also members of the Army Acquisition Corps.

GRADE	NUMBER	PERCENT
Below GS-11	2,195	20.5%
GS-11	2,951	27.5%
GS-12	3,068	28.6%
GS-13	1,618	15.1%
GS-14	663	6.2%
GS-15	203	1.9%
SES	21	0.2%

Figure 1

D. Comptroller Career Program Management Structure

1. Functional Chief/Functional Chief Representative. The senior career program official is the Functional Chief (FC). For the Comptroller Career Program, the FC is the senior military officer in the Office of the Assistant Secretary of the Army (Financial Management and Comptroller). The FC designates a senior civilian executive to serve as his principal advisor; that individual is designated the career program Functional Chief Representative (FCR). Because of the diversity of functions included in the Comptroller career program, the FCR designates a senior civilian in each function to serve as Deputy FCR for that area of specialty.

2. CP-11 Executive Council. The Comptroller Career Program employs a broad-based management structure to assist and advise the FC and FCR in their oversight of the career program. Most prominent in this structure is the CP-11 Executive Council, shown in Figure 2, which is chaired by the FCR and includes both functional and command representation. Membership includes Deputy FCRs, who provide functional representation. Command representation comes from members who are the senior resource management civilians in Army command and staff elements: US Army, Europe (USAREUR); US Army Forces Command (FORSCOM); US Army Training and Doctrine Command (TRADOC); US Army Pacific (USARPAC); Eighth US Army (EUSA); Office of the Chief, Army Reserve (OCAR); National Guard Bureau (NGB); US Army Materiel Command (AMC); US Army Information Systems Command (ISC); and US Army Corps of Engineers (USACE).

COMPTROLLER CAREER PROGRAM/CP-11 EXECUTIVE COUNCIL
CHAIRMAN: Principal Deputy, ASA (Financial Management & Comptroller)

FUNCTION	MEMBER	CMD/STAFF	MEMBER
Accounting	Dep ASA for Fin Opns	AMC	DCSRM
Auditing	The Auditor General	FORSCOM	Dep Dir, RM
Budget Analysis	Asst Dep ASA for Budget	ISC	DCSRM
Cost Analysis	Dep for Cost Analysis	TRADOC	Dep DCSR
Finance/RM	Dir, RM, USACE	USACE	DRM
Program Analysis	Dep ASA for Res Analysis	USAREUR	DCSRM
Management Analysis	Dep, ACSIM	OCAR	Comptroller
		NGB	Fin Mgr
		USARPAC	Asst DCSR
		EUSA	Dep ACSRM

Figure 2

3. CP-11 Junior Executive Council . The Comptroller Career Program (CP-11) Junior Executive Council assists the CP-11 Executive Council. The CP-11 Junior Executive Council includes members from: US Army, Europe (USAREUR); US Forces Command (FORSCOM); US Army Training and Doctrine Command (TRADOC); US Army Materiel Command (AMC); US Army Information Systems Command (ISC); US Army Corps of Engineers (USACE), US Army, Pacific (USARPAC); US Army, Japan (USARJ); Eighth US Army (EUSA), US Army, South (USARSO); US Army Military District of Washington (MDW); US Army Finance Command (FINCOM); US Army Audit Agency (USAA), US Army Recruiting Command (USAREC); Military Traffic Management Command (MTMC); US Army Medical Command (MEDCOM); US Army Space and Strategic Defense Command (SSDC); US Army Concepts Analysis Agency (CAA); US Army Criminal Investigation Command (CID); US Army Military Academy (USMA); US Army Military Entrance Processing Command (MEPCOM); Headquarters, Department of the Army (HQDA); US Army Special Operations Command (USASOC); US Army Reserve Personnel Center (ARPERCEN); Office of the Surgeon General (OTSG); US Army Reserve Command (USARC); US Army Community and Family Support Center (CFSC); and US Central Command (CENTCOM).

4. Major Command and Activity Career Program Managers . Major Command (MACOM) Career Program Managers (MCPMs) are the Functional Chief counterparts at MACOM level. They direct the accomplishment of career program functions at activities throughout their commands, and represent the interests of their commands and careerists in providing input and recommendations to the FC/FCR of the career program. Their role is both pivotal and essential to effective career management. The career program management structure is replicated to lower organizational levels, with Activity Career Program Managers (ACPMs) providing support to their local careerists and input to the MCPMs.

5. Supervisors . Supervisors are the employees' principal source of information and guidance on the career program and related systems. It is their inherent responsibility to guide, direct, and assist employees in determining potential career progression patterns, appropriate training and development opportunities, etc. Supervisors also have the responsibility to assist employees by establishing developmental assignment opportunities. Supervisors should request assistance from both career program and civilian personnel officials, as appropriate.

E. Mobility

1. Functional Mobility . Although CP-11 careerists may be able to achieve their career goals within a single functional area, functional mobility will be a key factor in career progression. CP -11 has long emphasized the importance of multi - disciplinary experience for those wishing to progress to key managerial and executive positions. This need for personnel with broad -based experience will in crease dramatically as the Army seeks to streamline both the processes and structure associated with resource management.

2. Geographic Mobility . While CP -11 careerists may be able to achieve their career goals within a limited geographic area, geographic mobility will be a key factor, especially those whose objectives are positions at the GS -15 level or in the Senior Executive Service. One or more geographic moves may be necessary to obtain developmental experience in certain Comptroller functional specialties or in headquarters staff positions. Supervisors should encourage employees to be mobile so that skills can be developed at a variety of organizational levels consistent with the employee's career goals and the needs of the Army.

3. Mobility Requirements . Although there is no formal mobility requirement in the Comptroller Career Program at this time, such requirements will be implemented in the future for consideration for select positions. Functional and geographical mobility is a factor in evaluating potential post-training utilization of long -term training nominees, especially for the Army Comptrollership Program (ACP), Syracuse University; the Graduate Cost Analysis Program (GCAP), Air Force Institute of Technology, Wright Patterson Air force Base, OH; and the Senior Service Colleges (SSC).

F. Career Evaluation and Planning

Careerists should take the initiative in establishing their personal career goals. They should then be assisted by supervisors, career program managers, and mentors in determining how best to achieve those goals. An honest assessment of individual strengths and areas for improvement is the initial step in developing a training and professional development plan. Tools to assist both the careerist and his/her supervisor in such an assessment include the following:

1. ACCES . For careerists participating in the CP -11 Army Civilian Career Evaluation System (ACCES), the knowledge and ability ratings provide an excellent basis for evaluating career options. Through self-ratings, employees may assess the extent to which they are knowledgeable in the career field specialties. Through supervisor and reviewer accomplishment ratings, careerists receive external feedback to assist in their self -evaluation.

2. ACTEDS . The competencies included within the CP -11 Army Civilian Training, Education, and Development System (ACTEDS) Plan correspond with the ACCES rating elements. Employees below the grade levels covered by ACCES and those who are not participating in the evaluation and referral system may use the competency listings to accomplish their own evaluation.

3. TAPES . The Total Army Performance Evaluation System (TAPES) is the system used to evaluate civilian employee performance. Demonstrated successful performance is an important candidate evaluation criterion for most recruiting officials.

4. Supervisory Input . Supervisors are essential to successful career management and planning. Both their ACCES and TAPES input, as well as their concurrent discussions with employees, provide the most immediate and important source of feedback on performance and functional qualifications. In addition, supervisors are in the best position to assist employees in evaluating training and development opportunities, in establishing realistic career progression goals, and in advising employees on how best to achieve those goals.

Section II

OBJECTIVES

A. General

The purpose of an ACTEDS plan is to provide the information and guidance necessary to promote systematic training and development of career Army civilians from intern to senior managerial and executive levels. ACTEDS training and development plans are functionally tailored to each career field, systematic and progressive, and combine formal training with developmental assignments.

B. Short-Term Objectives The principal objectives of the CP -11 ACTEDS Plan are as follows:

1. To provide Comptroller careerists and their supervisors with a single-source reference to assist in determining appropriate training and development both to enhance on -the-job performance and to prepare the employee for progressively more responsible positions.
2. To assist resource management and civilian personnel offices in allocating resources for civilian training and development by providing guidance as to the relative importance or applicability of individual Comptroller/Resource Management courses of instruction.
3. To provide careerists with information on the Department of the Army Civilian Leader Development core courses.
4. To provide employees with career program philosophy and guidance on career progression, education, mobility, etc.

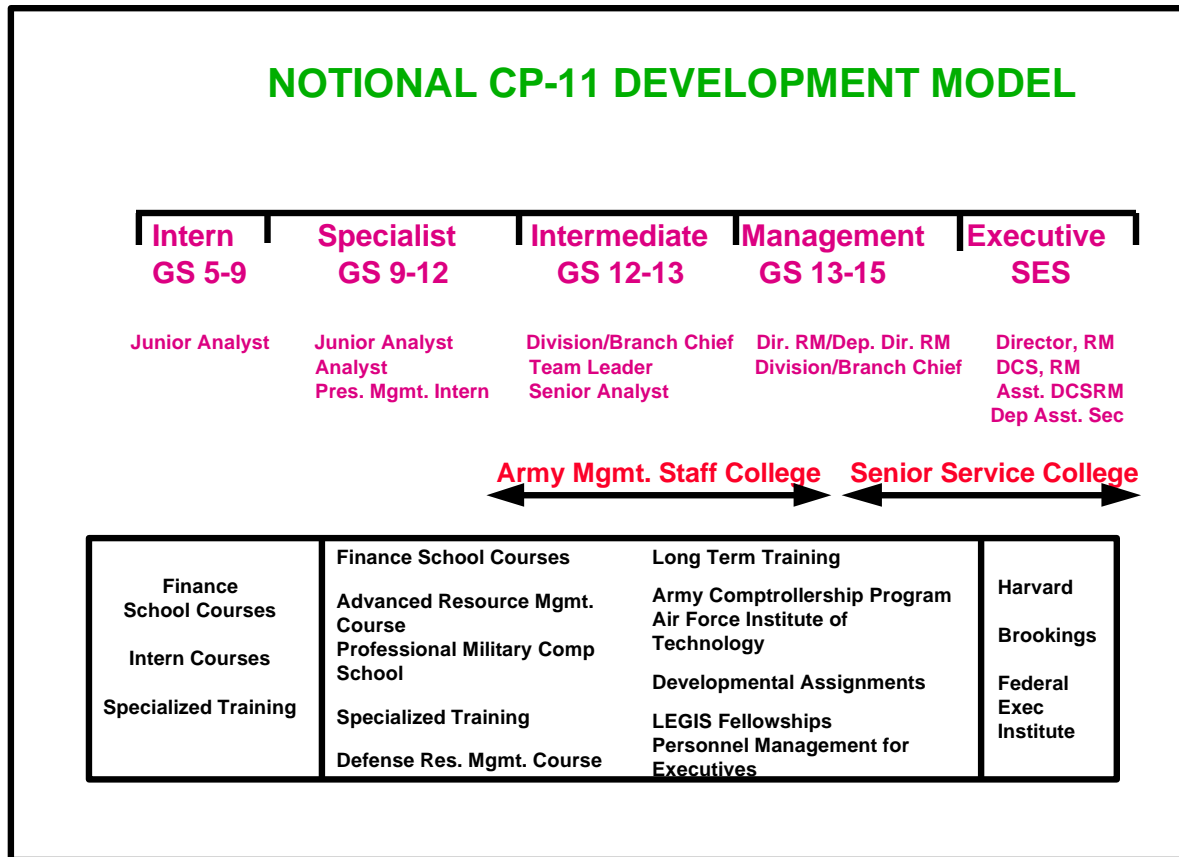
C. Long-Term Objectives The CP -11 ACTEDS Plan will be updated periodically to meet the following continuing and long -term objectives:

1. To revise, as necessary, information on availability and content of formal courses.
2. To expand the master training plans to include more information on developmental assignments, course equivalencies, etc.
3. To field new/revised Master Intern Training Plans (MITPs) for the Comptroller functional specialties, each of which will include a core MITP for the Comptroller Career Program.
4. To provide information on evolving changes in the Comptroller career field, to include the impact on CP -11 of such initiatives as Resource Management Future, National Performance Review, Defense Performance Review, Force XXI, force structure reductions, etc.
5. To implement additional mandatory training and/or education requirements in the Comptroller Career Program.
6. To provide information and guidance on CP -11 participation in the Army Acquisition Corps.

D. Notional CP-11 Development Model

The CP-11 Notional Development Model shown in Figure 3 integrates the training and assignments recommended at each level: Intern, Specialist, Intermediate, Management, and Executive.

Figure 3



Section III

CAREER LADDER

A. General

There is no rigidly defined system by which an individual progresses from the entry level, through specialist or intermediate levels, to managerial or executive positions. To a great extent, individual progression depends on demonstrated performance, potential, and both functional and geographical mobility. Additional factors may include availability of formal training programs and supervisory willingness to select and train employees in developmental assignments.

B. CP-11 Generic Career Ladder

1. A generic career ladder, applicable to any of the functional specialties within CP -11, is provided at Figure 4. It reflects the general types of positions from which an employee may progress from the intern level, including Presidential Management Intern (PMI), to Senior Executive Service (SES). In Figure 4, the terms "analyst" and "team leader" are intended to represent positions at stated grade levels in all Comptroller career field specialties --i.e., to include positions at the same grades and levels of responsibility which use other designations, such as audit manager, and finance and accounting officer. The intent is to allow for both movement between specialties and command levels at all grades.

2. Additional terminology used in Figure 4 includes: Major Army Command (MACOM); Major Subordinate Command (MSC); Field Operating Agency (FOA); Director of Resource Management (DRM); Deputy Chief of Staff for Resource Management (DCSRM); Assistant Deputy Chief of Staff for Resource Management (ADCSRM), Deputy Assistant Secretary of the Army for Financial Management and Comptroller (DASA(FM&C)); Deputy Director of Resource Management (DDRM); and Resource Management Officer (RMO).

3. The CP-11 generic career ladder has been provided for two principal reasons:

a. It is impractical to identify the wide variety of potential progression patterns, given the number and diversity of specialties within CP-11.

b. It is important and, in some cases, essential, to move between specialties within CP-11.

4. Although mobility across all five principal specialties is neither likely nor realistic, careerists should pursue opportunities to gain experience in other specialties whenever possible. For those who wish to become Resource Managers, experience in the Manpower and Force Management career field is also highly recommended.

5. The CP-11 generic career ladder outlines potential progression patterns for both lateral and higher grade levels. The type of progression will depend on individual experience, in a variety of functions and command levels, as well as the requirements of the target position. Careerists are encouraged to gain the broadest possible range of specialty and command level experience, and to seek promotions into other Comptroller specialties when they possess the appropriate qualifications.

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CP-11 GENERIC CAREER LADDER

GRADE	INSTALLATION LEVEL	MACOM/MSC FOA	HQDA/FOA
SES		DRM DCSRM/ADCSRM	DASA Director
15	DRM	DRM DCSRM/ADCSRM Division Chief	Director Division Chief
14	DRM DDRM	DDRM/ADCSRM Division Chief Branch Chief	Division Chief Branch Chief Team Leader
13	DRM/DDRM/RMO Division Chief Branch Chief	Branch Chief Team Leader Senior Analyst	Team Leader Senior Analyst
12	RMO/Dep RMO Div/Br Chief Senior Analyst	Team Leader Senior Analyst Analyst	Analyst
11	Branch Chief Analyst PMI	Analyst PMI	Junior Analyst PMI
9	Junior Analyst Intern/PMI	Junior Analyst Intern/PMI	Intern/PMI
5/7	Intern	Intern	Intern

Figure 4

Section IV

KEY POSITIONS

A. General

ACTEDS provides the framework for civilian career programs to identify "key positions." These senior positions have significant responsibility for supervision or direction of functions covered by the career program and formulation of career field policy.

B. Key Positions in CP-11

The Comptroller Career Program (CP-11) Functional Career Representative (FCR) supports the concept of key positions and the need for a minimum level of qualifying criteria for fill of such positions. The CP -11 FCR has identified specific positions at the Senior Executive Service (SES) level that are "key" and will establish qualifying and selection criteria. This ACTEDS plan is being used to introduce CP -11 careerists to this concept and to identify specific key positions.

Figure 5 identifies the CP -11 SES key positions at HQDA and its Field Operating Agencies (FOAs). Figure 6 identifies the CP -11 SES key positions at MACOMs and their Major Subordinate Commands (MSC). Individuals whose career goals may include progression to these positions are encouraged to assess their qualifications in terms of competencies, range of experience in functions and/or organizational levels, and levels of education and training.

C. Future Key Positions

Positions at the GS-15 level, at all organizational levels will be considered for identification as key positions, especially positions that are identified as: Deputy Chief of Staff for Resource Management (DCSRM), Assistant DCSRM, and Program/Budget Officer.

At the Major Command (MACOM) level, GS-15 level positions will be considered for identification as key positions, especially those that report directly to the Deputy Chief of Staff for Resource Management (DCSRM).

Positions at the GS-15 level, at the HQDA level will be considered for identification as key positions, such as: Chief, Proponency Office in the Office of the Assistant Secretary of the Army (Financial Management and Comptroller) and Division Chiefs in the Cost and Economic Analysis Center.

At all organizational levels, GS-15 level Resource Manager positions in the 505 job series may also be considered for identification as key positions.

Interested careerists should note that a formal multi -discipline experience requirement may be implemented.

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HQDA SES KEY POSITIONS

TITLE	LOCATION
Principal Deputy ASA (FM&C)	OASA(FM&C)
Deputy ASA (Fin Ops)	OASA(FM&C)
Deputy ASA (Resource Analysis & Business Practices)	OASA(FM&C)
Deputy for Cost Analysis	OASA(FM&C)
Assistant Deputy ASA for Budget	OASA(FM&C)
Director of Management and Control	OASA(FM&C)
Director for Business Resources	OASA(FM&C)
Deputy ASA, Civil Works (Management and Budget)	OASA(CW)
Deputy ASA for Plans and Programs	OASA(RDA)
Deputy Dir, Program Analysis and Evaluation	OSA
The Auditor General	OSA
Deputy Auditor General for Policy and Operations Management	OSA
Deputy Auditor General for Financial Audits	OSA
Deputy Auditor General for Logistical Audits	OSA
Deputy Auditor General for Acquisition and Force Management Audits	OSA
Director for Resources and Management	ODCSLOG

Figure 5

COMPTROLLER CAREER PROGRAM

MACOM SES KEY POSITIONS

TITLE	LOCATION
Director, Resource Management	COE
Chief, Program Management Division	COE(CW)
DCS, Resource Management	AMC/HQ
Chief, Special Analysis Office	AMC/HQ
Assistant DCS for Cost Analysis	AMC/HQ
Comptroller	AMC/CECOM
Director, Resource Management	AMC/TACOM
DCS for Resource Management	USAREUR
Deputy Director, Resource Management	FORSCOM
Assistant DCS for Resource Management	TRADOC
DCS for Resource Management	ISC

Figure 6

IF YOU WANT
ONE YEAR OF PROSPERITY,
GROW GRAIN.

IF YOU WANT
10 YEARS OF PROSPERITY,
GROW TREES.

IF YOU WANT
100 YEARS OF PROSPERITY,

GROW PEOPLE

Ancient Chinese Proverb

